

NAWCWPNSINST 12411.1  
P622  
7 Jun 1993

NAWCWPNS INSTRUCTION 12411.1

From: Commander, Naval Air Warfare Center Weapons Division

Subj: SUPERVISORY DEVELOPMENT

Ref: (a) FPM 412  
(b) CPI 412.3  
(c) FPM 315, Subchapter 9  
(d) COMPMTCINST 12335.5, Merit Staffing Program  
(e) NAVWPNCENINST 12335.1A, Merit Promotion Plan  
(f) NAWCWPNS Demonstration Project Performance System Handbook, AdPub 017 of Aug 92, Appendix C

Encl: (1) Department of Navy Supervisory Competencies  
(2) Instructions for Completing the Individual Development Plan for New Supervisors

1. Purpose. To provide policy and assign responsibility consistent with references (a) through (f) for the training and development of all supervisors of civilian employees at the Naval Air Warfare Center Weapons Division (NAWCWPNS).

2. Cancellation. COMPMTCINST 12410.2D and NAVWPNCENINST 12411.1.

3. Scope. This instruction applies to all supervisors, both civilian and military, of civilian employees at NAWCWPNS. Military supervisors are exempt from the specific requirement to develop an Individual Development Plan (IDP).

4. Policy

a. NAWCWPNS policy is to achieve quality in supervision by establishing and defining the elements of good supervision, ensuring that the supervisor has a thorough understanding of the elements, and providing training opportunities for new and established supervisors. This policy is derived from a recognition that the role of the first-level supervisor is key to the successful accomplishment of organizational objectives. The developmental program and procedures described here will meet the intent of all applicable regulations and will enable the new supervisor to make the shift toward a Total Quality (TQ) leadership style or philosophy. The responsibility to implement this policy is vested in management. All supervisory positions are filled using the procedures detailed in references (d) and (e).



b. Office of Personnel Management (OPM) and Department of Navy (DON) policy regarding supervisory development emphasizes the importance for new supervisors to develop appropriate knowledge, skills, and abilities (KSA's). All levels of supervisors must possess specialized KSA's to supervise effectively. In keeping with OPM and DON policy, NAWCWPNS is emphasizing supervisory development based on job requirements and individual competencies (KSA's). Reference (b) requires each new supervisor, in conjunction with his or her second-level supervisor, to identify and document development needs of the newly selected supervisor within 45 calendar days following assignment to the supervisory position. Reference (b) further requires the core competencies in enclosure (1) be incorporated into the new supervisor's IDP, enclosure (2). These core competencies reflect key supervisory tasks performed by all supervisors, regardless of their organizational location. Reference (f) also lists standards to be considered for all supervisors who are in the Demonstration Project personnel system.

c. Reference (c) prescribes that a person selected into a supervisory position for the first time must successfully serve a one year probation period before the initial selection is made final. Employees who have already completed a supervisory probation period can be selected permanently without completing another probation period. The purpose of the probationary period is to give new supervisors a chance to develop the unique skills and abilities that cannot readily be taught or developed in other kinds of positions.

d. During their probationary year, all new supervisors are required to participate in the following courses:

(1) Administrative Policies and Procedures for Supervisors. Completion of this class satisfies the first year training requirements for Personnel Management. Topics addressed are Safety, Security, Equal Employment Opportunity, Prevention of Sexual Harassment, Ethics, Civilian Employee Assistance and Drug Free Workplace training. The length of the class is 32 hours. This class must be completed within the first six months of initial appointment.

(2) Basic Supervision. Completion of this class satisfies the first year training requirement for Basic Management. Topics addressed are exploring various management styles, principles of leadership, communication, TQ leadership, conflict management, planning, organizing, counseling, coaching, etc. Class length is 40 hours. This class must be completed within the first year.

(3) To enhance leadership skills, it is strongly recommended that new supervisors complete the Role of Supervisors/Managers in EEO class.

The above courses are also available to military who supervise civilians.

e. Continuing development for established supervisors is important. Because supervisors' work environments are dynamic, supervisors should continue their development throughout their careers; training is not a one-time event completed early in their careers. Established supervisors are encouraged to continue supervisory development that updates or enhances necessary skills and knowledge and update IDP's as appropriate.

f. Established supervisors who are new to NAWCWPNS should receive training regarding DON and local personnel and Equal Employment Opportunity policies and practices under which they will function. They should take this training within the first six months of their employment at NAWCWPNS.

## 5. Procedures.

a. On initial selection and appointment of a new supervisor (probationer), the probationary year starts. The following briefly outlines the development planning process that will be followed during the probationary period:

(1) The first level supervisor will schedule a meeting with the probationer to discuss the performance plan, the required training schedule, the IDP and other expectations associated with the probationary period. The first level supervisor also will schedule two additional follow-up meetings to meet with the probationer. Personnel Management Advisors from the Operations Division (Codes P624/C625) are available to provide advice and assistance as necessary.

(2) The first level supervisor will ensure that an IDP and performance plan are prepared for the probationer within the first 45 days of his or her initial appointment. The performance plan must include requirements regarding completion of the required training and approximate dates training will be received. Employee Development Specialists (EDS) from the Human Resources Development Division (Codes P622/C622) are available to provide advice and assistance as necessary. Forward a copy of the approved IDP to Codes P622/C622.

(3) Codes P622/C622 will establish and maintain IDP files for probationers. The EDS will provide the probationer, the first level supervisor, and department head with a list of completed training and a schedule of the required supervisory training.

(4) Codes P622/C622 will periodically provide probationers and their first level supervisors, during the probationary period, progress reports of completion dates of the mandated training courses. Before the end of the probationary period, Codes P622/C622 will forward verification of completion of mandatory training to the first level supervisor.

b. Successful completion of the probationary period is dependent on a satisfactory evaluation of the probationer's performance during the probationary period and certification that the probationer has successfully completed developmental training. To ensure that evaluation is documented, take the following steps:

(1) Ninety days before the end of the supervisory probationary period, the first level supervisor will receive a Probationary Service for Managers and Supervisors Certification Report from the Manpower and Personnel Data Systems Division (Codes P626/C626). The first level supervisor will sign the report verifying that the probationer's performance during the probation period was satisfactory, that all mandated training was completed, and will ensure that the completed report is returned to Codes P626/C626 via the department head. If either of these conditions is not met, the employee must be returned or reassigned to a nonsupervisory or nonmanagerial position following reference (c) procedures. The first level supervisor's signature on the certification report marks the completion of the supervisory probationary period. The first level supervisor will forward the certification to the second level supervisor for signature.

(2) When the certification is signed by both levels of supervision, the report is forwarded to Codes P622/C622, who will then forward the report to the Records Section of the Equal Opportunity and Employment Division (Codes P623/C623) for filing in the new supervisor's Official Personnel Folder.

6. Responsibilities. The development of supervisors at NAWCWPNS is the responsibility of management. The Human Resources Department (Code P62) will assist management in carrying out this inherent responsibility. A more detailed description of other responsibilities includes:

a. Deputy Commanders for Research and Development and Test and Evaluation and Commanding Officers, Naval Air Weapons Station, Point Mugu and China Lake will recommend policy and provide guidance and direction on supervisory development and will ensure sufficient allocation of resources for implementation of a quality program.

b. Directors/Department Heads will ensure the policy outlined in this instruction is implemented and, at the end of the probationary year, will assist in determining whether the probationary period was satisfactorily completed.

c. First level supervisors of probationary supervisors will ensure that the policy outlined in this instruction is followed and that the necessary training is acquired in a timely manner.

d. Head, Human Resources Department (Code P62) will:

(1) Provide adequate resources and staff support to effectively administer the program.

(2) Ensure that the program meets all regulatory requirements.

(3) Ensure that training is available to support NAWCWPNS policy.

7. Forms. NAWCWPNS 12411/1 (5-93), Individual Development Plan for New Supervisors, is available from Code P622 at Point Mugu and Code C622 at China Lake.

8. Directive Responsibility. The Head, Human Resources Department (Code P62) is responsible for keeping this instruction current.

W. E. NEWMAN

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DEPARTMENT OF THE NAVY  
SUPERVISORY COMPETENCIES  
(CPI 412-A)

The following minimum competencies/skills are required of all DON civilian first-line supervisors.

<u>General Competency Area</u>	<u>Specific Competencies (Abilities)</u>
I. Personnel Management Skills	<ol style="list-style-type: none"><li>1. Develop subordinate staff and appraise their performance.</li><li>2. Apply safety and security procedures.</li><li>3. Apply local and DON personnel and EEO policies and practices.</li></ol>
II. Communication Skills	<ol style="list-style-type: none"><li>4. Coach and counsel subordinates.</li><li>5. Give and receive feedback constructively.</li><li>6. Recognize and overcome barriers to effective communication.</li><li>7. Motivate subordinates.</li><li>8. Manage conflict.</li><li>9. Interact effectively with peers and other levels of management.</li><li>10. Delegate work.</li></ol>
III. Basic Management Skills	<ol style="list-style-type: none"><li>11. Plan and organize work.</li><li>12. Solve problems and make timely decisions.</li><li>13. Acquire and administer material and financial resources.</li><li>14. Monitor and evaluate programs and results.</li></ol>

NAWCWPNSINST 12411.1 - SUPERVISORY  
DEVELOPMENT, ENCLOSURE (2), PAGES 3, 4, AND  
5 (Individual Development Plan for New Supervisors), are  
not available on the server.

For copies, please contact the Records Management Office,  
Code 721000D, at 939-3344 (DSN 437).



INSTRUCTIONS FOR COMPLETING THE  
INDIVIDUAL DEVELOPMENT PLAN  
FOR NEW SUPERVISORS

1. NAME Enter your full name
2. DATE OF ASSIGNMENT Enter the date of assignment into the supervisory probationary period.
3. POSITION TITLE, SERIES & GRADE Enter your position, occupational series and grade; e.g., Spvy Elec. Engr., GM-855-14.
4. COMMAND AND CODE Enter name of organization and code.
5. SHORT TERM CAREER GOALS Describe the goals that will increase effectiveness in your present position and assist you in reaching long term goals. Short term goals should be achievable within the next 1-2 years.
6. LONG TERM CAREER GOALS Describe goals that are achievable in 3-5 years.
7. SIGNATURES AND DATES Employee: Sign and date this form. Signature indicates that you concur with this IDP.  
Supervisor: Sign and date this form. Signature indicates that you concur with this IP. (The employee is responsible for ensuring that the supervisor signs the IDP.
8. COMPETENCIESSS These are the three general competency areas issued by CPI 412, enclosure (1).
9. DEVELOPMENTAL OBJECTIVES (KNOWLEDGE, SKILLS, AND ABILITIES) These are the specific competencies required of all DON civilian first-line supervisors.

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| 10. DEVELOPMENTAL ACTIVITIES<br>(FORMALL TRAINING,<br>ON-THE-JOB ACTIVITIES) | List developmental actiivities that employee/supervisor agree will achieve the competencies identified in block 9. Developmental activities can include rotational assignments, on-the-job training and formal classroom training. List course titles in this block; e.g., Administrative Policies and Procedures. Use this bllock to document any previous experience or training related to each of the job competencies listed in block 9. |
| 11. TRAINING ITINERARY   | List dates of scheduled training and dates of actual completion.  |
| 12. SUPPLEMENTAL SKILLS<br>REQUIRED  | The purpose of this block is to list any additional skills you need to perform your job.  |
| 13. DEVELOPMENTALL ACTIVITIES<br>(FORMAL TRAINING,<br>ON-THE-JOB ACTIVITIES) | List activities that will enable you to achieve skills listed in block 12. Can include rotational assignments, on-the-job training, classroom training, and readings.   |
| 14. TRAINING ITINERARY   | List dates of scheduled training and dates of actual completion.  |

NOTES:

In the event the new supervisor is a SEMDP participant, substitute the IDP he/she has developed for that program for the IDP for New Supervisors, NAWCWPNS 12411/1.

Send a copy of the completed IDP to Codes P622/C622.